Department of Revenue Improvement Project Charter

Project Name: Electronic Power of Attorney

Date Chartered: June 14, 2011

Team Leader: Cindy Lillge

Expected Completion Date: April 30, 2013

Team Mission:

To develop an electronic version of the department's Power of Attorney (POA, Form A-222), to complete and submit online that:

- insures complete and accurate information
- reduces paper handling
- improves customer service

Team Goals/Measures:

The team will implement improvements that accomplish the following:

- Improve accuracy of submitted POAs
- Improve customer service
- Reduce mail and form handling time

Team Members:

Cindy Lillge, Tim Pfeil, Ron Janz, Steve Gordon, Cheryl Purath, Ann Trachtenberg, Kay Henry, Leah Foy, Shawn Smith, Heath Mickelson, Ken Buna

Issues to be addressed:

- Paper POAs take time to route or are sometimes misplaced, requiring resubmission
- Paper POAs are often incomplete or contain incorrect information
- With improvements to e-file systems, practitioners and taxpayers are looking for more ways to do business with DOR electronically

Expected Results:

- A free, electronic version of the department's POA that is easy to complete and submit at any time
- Help features and built in edits for common errors to insure the POA submitted is complete and correct
- Automatic upload of information to WINPAS* that will reduce mail opening, manual routing, and back end data entry and imaging.
- Automatic POA indicator within tax accounts that advises DOR staff it is okay to communicate with a taxpayer's representative when contacted and link to POA form image for further review
- Satisfied customers who are looking for more electronic applications to do business more efficiently with DOR

*WINPAS is the department's integrated tax system

Support/Resource People:

- Division of Technology Services
- Division Management
- Business Areas

Responsibilities and Boundaries:

- Project will encompass all tax types administered by IS&E division
- Programming requests will be initiated by team leader and prioritized by division managers based on benefit and availability of technology resources
- Team will insure that subsequent correspondence to taxpayer or representative is properly addressed through system mail hierarchy

Department of Revenue Improvement Project Charter

Project Name: Customer Service initiatives in the Compliance Bureau
Date Chartered: June 1, 2012
Team Leader: Vicki Gibbons
Expected Completion Date: Recommendations Report – September 30, 2012; Implementation – June 30, 2013

Team Mission: Insure all customer contacts to the Central Compliance section for assistance on delinquent tax matters are handled in a timely manner while allowing (1) revenue agents assigned to the call center to maintain production standards with respect to collection cases, and (2) supervisors to property monitor workload and mentor and train staff.

Team Goals/Measures:

The team will implement improvements that accomplish the following:

- Address all incoming customer contacts in a timely manner
- Reduce customer contacts
- Reduce section mail handling and call handling and follow-up time
- Improve supervisor availability for mentoring and training
- Reallocate work to other areas within the section, bureau or division to more effectively address inventory and periodic backlogs
- Realign staffing to maximize work flow and production

Team Members:

Vicki Gibbons, Cathy Bink, Steve Gorton, Rob Frauchiger, Henretta White, and Steve Clankie. Various employee subgroups will be formed to define business requirements and implementation procedures following report recommendations.

Issues to be addressed:

- Customers can't regularly get through to the department's delinquent tax assistance telephone system to speak with a revenue agent (e.g., phone lines are often busy)
- Correspondence is not consistently tracked and managed resulting in significant periodic backlogs
- Customers find it too difficult to help themselves upon receiving delinquent tax information
- Revenue agents assigned to customer assistance do not have enough time to work on their collection cases
- Supervisors of the customer assistance units don't have enough time to monitor phone and correspondence workloads and train and mentor employees
- Production statistics are incomplete

Expected Results:

- An efficient customer call center that adequately addresses customer needs through improved menu selections, timely placed self-help messages, and efficient routing of calls resulting in the following:
    - ✓ Average call answer rate: Greater than 95 percent with all interactions open

- ✓ Average hold time: Less than three minutes
- ✓ Longest hold time: Longest wait times consistently below ten minutes
- ✓ Average correspondence response: Three business days

- Automated processes and tools (mail scanning, automated fax system, dual monitors, etc.) that reduce the time a revenue agent spends on mail handling and call handling and follow-up
- Customer self-help features on the web, within the phone system, and in correspondence that clearly answer common customer questions without having to contact the department
- Workload and staff realignment that allows revenue agents to spend more time on collection cases and supervisors on mentoring and training.
- Meaningful statistical reports relating to customer contacts and employee production that will allow supervisors to better manage workflow

Support/Resource People:

- Division of Technology Services
- Compliance Bureau Management
- Division Management
- Division Telephone Expert

Responsibilities and Boundaries:

- Focus will be confined to Central Compliance Units A and B
- The team leader will be responsible for developing a detailed report recommending improvements
- Team members will be responsible for implementing recommendations are
- Bureau management will be responsible for insuring recommendations are timely implemented
- Team leader will review results and re-evaluate after one year
- Major improvements will be chartered separately

Department of Revenue Improvement Project Charter

Project Name: Scan Incoming Correspondence

Date Chartered: June 1, 2012

Team Leader: Cindy Lillge

Expected Completion Date: December 31, 2013

Team Mission: To reduce mail handling time and errors, improve customer service, and more efficiently manage correspondence responses, develop a process to scan correspondence as it is received by the department in the mailroom, load the image into a taxpayer's WINPAS* account, and assign and process the correspondence through automated means where possible.

*WINPAS is the department's integrated tax system

Team Goals/Measures:

The team will implement improvements that accomplish the following:

- Image customer correspondence into a taxpayer's WINPAS account which can be accessed by most IS&E division employees
- For each department Post Office Box, develop business rules for routing mail to unit or individual work lists for processing
- Develop business rules to automate manual mail handling processes where possible
- Centralize mail delivery staff to assist with mail opening and reallocate excess mail delivery resources to revenue-producing staff
- Reduce costs by consolidating Post Office boxes where possible

Team Members:

Phase 1 - Cindy Lillge, Fred Bahr, Ron Janz, Beverly Jackson, Shari Rodgers, Juanita Webb, Steve Gorton, Kay Henry, DeVante Sago, Ellen Hefty, Linda Kolb, Ray Burkhart

Issues to be addressed:

- Correspondence is sometimes misplaced when it routed from one unit to another
- Centralized customer service staff cannot always confirm for customer whether correspondence has been received until it is acted on
- Managers have a good count of the correspondence that is received, in process and acted upon for purposes of assigning work, addressing backlogs, and reviewing employee performance
- Correspondence can be processed and responses generated without human intervention by combining information already in our integrated tax system with some simple information collected from the taxpayer with the correspondence

Expected Results:

- Reduced customer complaints and follow-up time regarding lost correspondence
- Improved customer service with almost immediate access by division staff to correspondence recently received in the mailroom
- Reallocate mail opening time
- Reduced internal mail delivery time

- Reduced mail handling time
- Reduced Post Office box costs
- Improved response times to correspondence
- Improved management oversight of correspondence backlogs and employee production

Support/Resource People:

- Division of Technology Services
- Division Management
- Enterprise Services Division Mailroom Manager

Responsibilities and Boundaries:

- Focus will be confined to Income, Sales and Excise Tax Division
- Post Office Boxes will be handled in phases with business requirements and system programming requests created for each phase and some sub-phases.
- Programming requests will be initiated by team leader and prioritized by division managers based on benefit and availability of technology resources
- Centralizing division payment processing will be added to the correspondence scanning project in conjunction with upgrades to scanning software

Department of Revenue Improvement Project Charter

Project Name: Electronic Levy

Date Chartered: 10/29/2012

Team Leader: Susan Dukes

Expected Completion Date: 6/30/2013

Team Mission:

To develop a method for financial institution partners to send DOR levy payments electronically, for DOR to send levy notices electronically, and for financial institutions to respond to levy answers electronically:

- reduces paper handling
- reduces mailing cost
- improves customer service

Team Goals/Measures:

The team will implement improvements that accomplish the following:

- Allow for secure file transfer between DOR and financial institution partners
- Improve customer service with financial institutions
- Reduce mail and form handling time
- Receive 100% of levy payments electronically
- Issue 100% of levy receipts electronically

Team Members:

Susan Dukes, Dan Matheson, Kelsi Witz, Kristin Hilliker, Cheryl Purath, Brian Dischler

Issues to be addressed:

- How to use the Automated Clearing House (ACH) payment files and detail records to meet both DOR and financial institution requirements
- Determine the method for sending and receiving files in a secure manner
- Evaluate the differences between small financial institutions and large financial institutions

Expected Results:

- Satisfied financial institution partners who are looking for a more efficient way to process levy requests
- Efficient processing of levy answers and payment receipts resulting in cost savings and time savings
- Automatic upload of information to tax systems, reducing mail opening and imaging.
- Automatic update on the customer's account to reflect status of levy.

Support/Resource People:

- Division of Technology Services
- Division Management
- Business Areas
- Financial Institutions and Associations

Responsibilities and Boundaries:

- Project will encompass all tax types administered by IS&E division
- Programming requests will be initiated by team leader and prioritized by division managers based on benefit and availability of technology resources